

### IDEAL CANDIDATE

The ideal candidate is a sophisticated local government executive who has exceptional leadership, managerial, communication, and interpersonal skills, and possesses broad experience in all areas of public works engineering and operations. In addition, candidates should have a proven track record of innovation/creativity, and of building strong relationships with elected officials, other executive managers, the community, and City staff. Substantial experience is expected in public works administration, with significant tenure at the director, or assistant director level. Typical candidates include Public Works Directors, Assistant Directors and generalist executives with leadership responsibility for public works services.



### EXPERTISE

The Director will be a key problem-solving team member of the City's Executive Staff. While broad knowledge and skills covering all areas of public works service is assumed, the issues and priorities facing Arlington demand the following leadership competencies:

- **Communication & Interpersonal Relationships**

Increasing personal effectiveness requires leveraging existing emotional and intellectual resources, building trust with constituents, instilling confidence, and sustaining professional relationships to develop supporting staff and one's self.

- **Conceptual Thinking & Problem Solving**

Increasing personal effectiveness requires understanding the positions of internal and external parties, investigating and questioning all facets of issues, moving beyond the status quo and encouraging innovation for results.

- **Strategic Orientation**

Increasing personal effectiveness requires envisioning successful outcomes and operationalizing those outcomes into clearly defined programs and initiatives. Calculated risks must be taken in an uncertain environment and the implementation of change when necessary.

- **Personality Traits/Characteristics/Attributes**

Increasing personal effectiveness requires understanding oneself, maintaining a dedicated work ethic, and performing in a professional and ethical manner.

### COMPENSATION AND BENEFITS

The salary for this position is highly competitive and negotiable. In addition, the City provides an excellent executive benefit package.

### APPLICATION AND SELECTION PROCESS

This position is open until filled. The first resume screening will begin on **May 28, 2004**. Submit resume, cover letter with current salary, and three work-related references to:

CPS EXECUTIVE SEARCH

John Shannon  
or Teri Black Brann  
241 Lathrop Way  
Sacramento, CA 95815  
916 263-1401

Fax: 916 561-7205

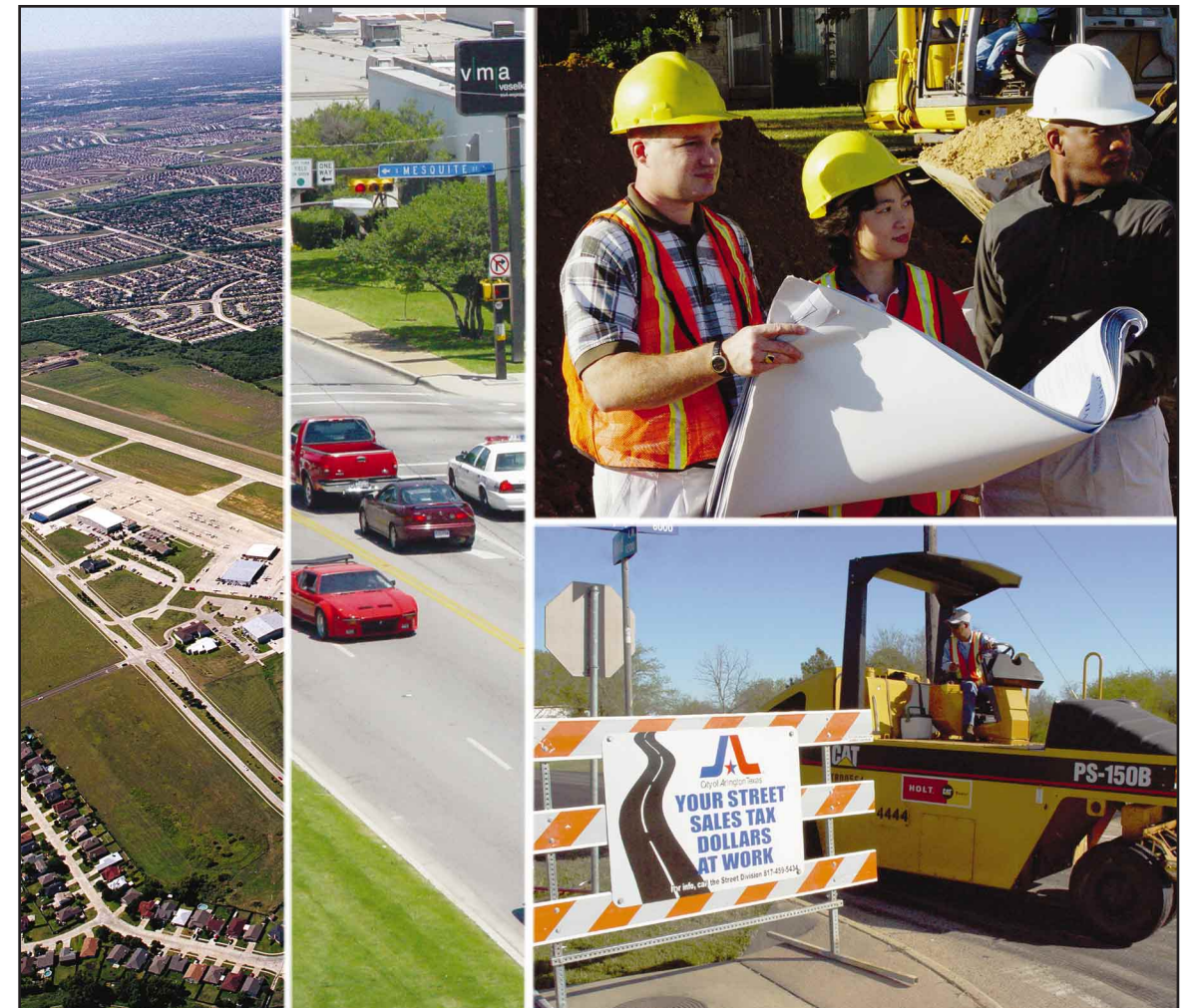
Email: [resumes@cps.ca.gov](mailto:resumes@cps.ca.gov)  
[www.cps.ca.gov/search](http://www.cps.ca.gov/search)

# Public Works

# DIRECTOR



*The City of Arlington, Texas  
is seeking an experienced local government professional  
to serve as the Director of Public Works*





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## THE COMMUNITY

Arlington is a city of 354,000 located in the heart of the Dallas/Fort Worth metroplex. The City offers many key ingredients for a high quality of life including affordable housing, one of the best school systems in the State, and the University of Texas at Arlington, the fifth largest university in Texas. The City's entertainment district with premiere amusement parks and the Texas Rangers Baseball Club draws over 6.5 million visitors a year. Additionally, both Dallas and Fort Worth have world-class orchestras, theaters, and some of the finest museums in the world, all less than 30 minutes away. Arlington is an exciting place to live and work and offers something for everyone.



## CITY GOVERNMENT

The City of Arlington operates under the Council-Manager form of government. There are eight Council members, five are elected by district and three are elected at large. An independently elected Mayor serves a two-year term. The City Council appoints the City Manager, City Attorney, and Municipal Court Judges. Department Directors are appointed by the City Manager.

The City of Arlington has 2,380 employees and a total annual budget of \$315 million. Arlington is consistently ranked as one of the nation's best-managed cities. To learn more about the City of Arlington, visit the City's website at [www.ci.arlington.tx.us](http://www.ci.arlington.tx.us).

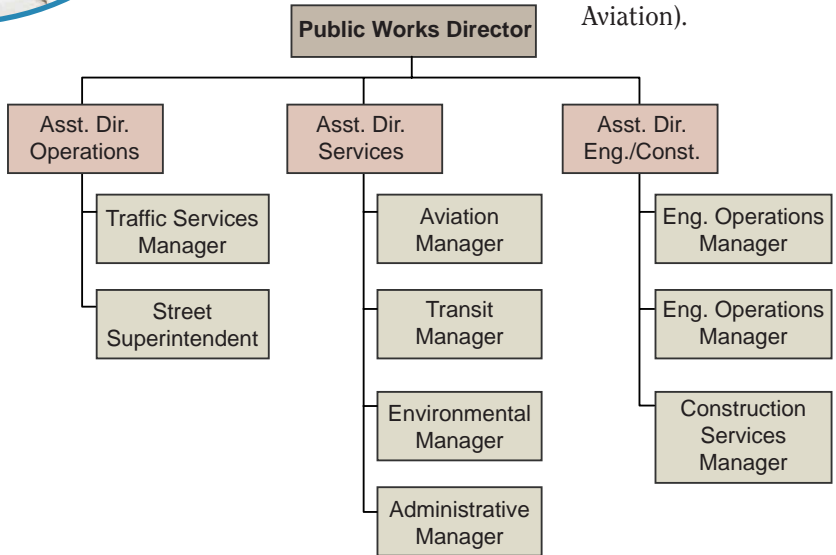
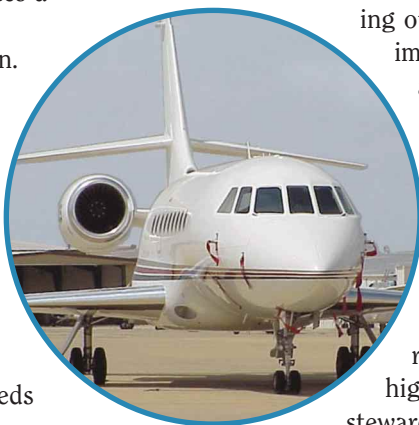
## THE PUBLIC WORKS DEPARTMENT

The Public Works Department was created through the merger of the Transportation and Engineering Services Departments in February 2003.

The Department's first Director is the former Transportation Director who will be retiring in July 2004.

The Department is responsible for the design and construction of streets and stormwater drainage facilities, street maintenance, review of residential and commercial site development plans, managing water quality-related environmental issues, and traffic signalization. The Department also includes a municipal airport and special transit operation. Public Works currently has a staff of 217 and an operating budget of \$12 million. In addition, the City commits approximately \$13 million per year to street maintenance and \$2.5 million for a special needs transit program.

The Director's management team includes three Assistant Directors: Operations (Traffic and Streets), Engineering, and Services (Administration, Special Transit, Environmental and Aviation).



## PUBLIC WORKS DEPARTMENT VISION

Be recognized as the leading provider of outstanding services.

## MISSION

Enhance the quality of life and contribute to the overall economic development of the City by providing outstanding services that improve mobility, drainage, and natural creek and transportation systems for citizens, businesses and visitors.

## VALUES

The Department of Public Works values responsiveness, the highest ethics and good stewardship of public resources. We value our employees and promote a customer focused, flexible, professional, positive and encouraging environment.

## STRATEGIC OBJECTIVES

- Improve mobility
- Build, develop and promote open communication channels
- Accept responsibility and be accountable for our resources, safety and environment
- Ensure quality infrastructure
- Ensure responsive service delivery
- Create an environment where employees are appreciated and valued

## CURRENT ISSUES AND PRIORITIES

Arlington has developed a well-deserved reputation for its high quality public works services. The new Director will be expected to build on this tradition.

### Change Management

The new Director will be expected to lead an aggressive change management initiative to assure the long-term success of the new Public Works Department.

### Interstate 30 Project

The I-30 project is valued in excess of \$120 million. Design is currently under way and construction should begin in 2005. This project has substantial implications for the City and will require significant strategic leadership from the Director.

### Street Maintenance

The City invests over \$13 million per year in street maintenance. The program is vital to the City's quality of life and economic future. Funding is provided through a quarter cent sales tax (\$11 million) plus approximately \$2 million from the City's General Fund.



## Fiscal Challenges

Not unlike other cities, Arlington is facing significant financial challenges. Every City department is reviewing its services and operations for cost saving opportunities through streamlining contracting in/out, as well as evaluating service delivery modification and efficiencies.

## Customer Service

The Department prides itself on its tradition of professionalism and quality service to the public. The new Director will be expected to continue and expand on this reputation. Specific initiatives include improving coordination with the Planning Department and streamlining relationships with the development and engineering communities.